

# Initial Plan for Communication and Dissemination

**Deliverable D5.2**

INNOVATIVE DECISION-MAKING TOOL FOR DEFINING THE MOST SUITABLE MANURE MANAGEMENT STRATEGIES TO ACHIEVE A SUSTAINABLE LIVESTOCK FARMING SYSTEM DURING THE WHOLE VALUE CHAIN

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## 1. INTRODUCTION

Livestock farming is a key sector that involves 40 % of the total agricultural activity in Europe, representing a total value for products equal to € 170 billion. However, there is an increasing concern due to livestock farming's contribution to environmental pollution since it generates more than 1.4 billion tonnes/year of manure leading to significant greenhouse gases (GHG) and air pollutants emissions (NH<sub>3</sub>, NO<sub>x</sub>) as well as to soil and water contamination caused by hazardous manure chemicals and biological contaminants (called here emerging contaminants). In this context extensive effort has been carried out for years to assess the detrimental effects of farming systems and to develop abatement methods to be implemented. However, despite major advancements, many fundamental issues are beyond the scope of existing legislation.

The main objective of NUTRITIVE is to develop a decision-making tool (DSS, decision support system) able to define the most efficient and sustainable (in its three pillars: environmental, economic, and social) manure management strategies for a given livestock farm limiting manure air emissions as well as soil and water contaminants. This will allow for the formulation of technical guidelines and recommendations that will support policy makers with enhanced knowledge to establish requirements for future European policies.

To fulfil this objective, the project is divided into six work packages (WP): WP1 Up-to-date inventory; WP2 Novel management strategies/technologies investigation; WP3 Modelling and Life Cycle Assessment (LCA); and WP4 Guidelines formulation; WP5 Communication, dissemination, and exploitation; WP6 Management (Figure 1).

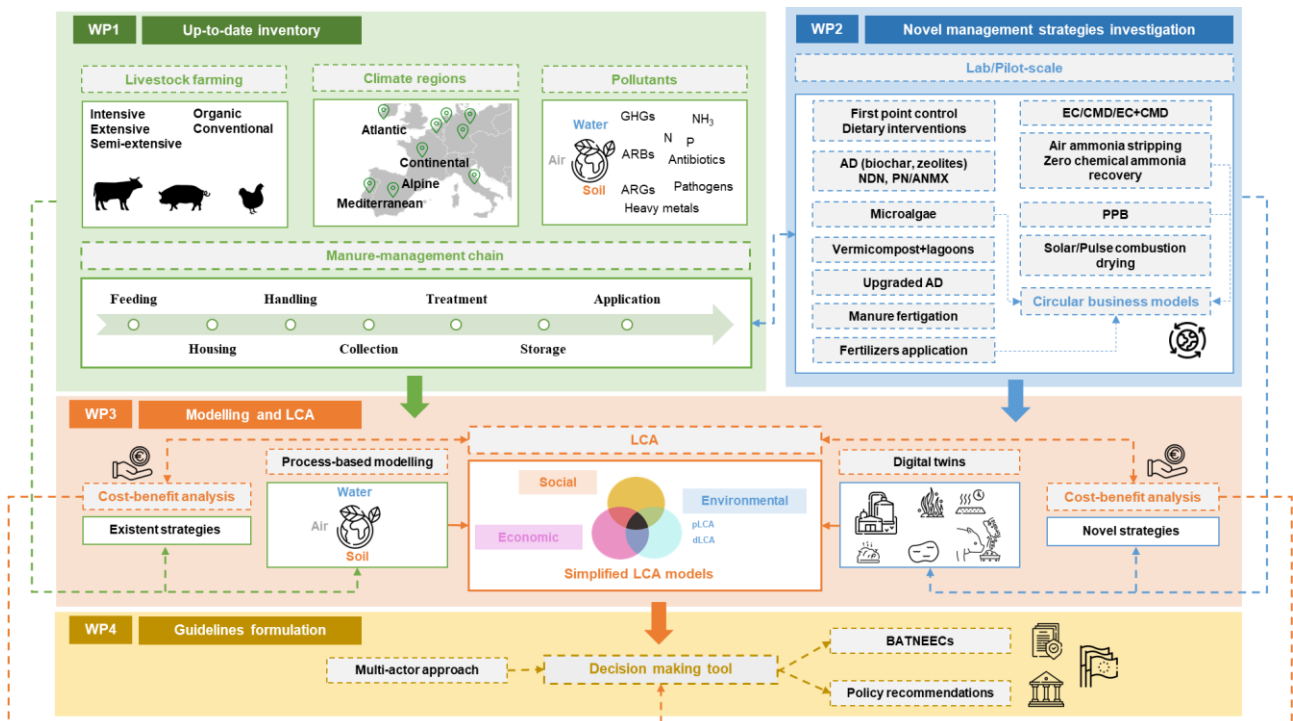


Figure 1. NUTRITIVE methodology.

NUTRITIVE anticipates a wide spread of the project outcomes, with the synthesis of the consortium as a baseline: 22 partners (4 Chinese) from 8 different countries across Europe, covering 6 climatic regions (2 Chinese ones), representing the whole supply chain experts, from animal feed to soil application.

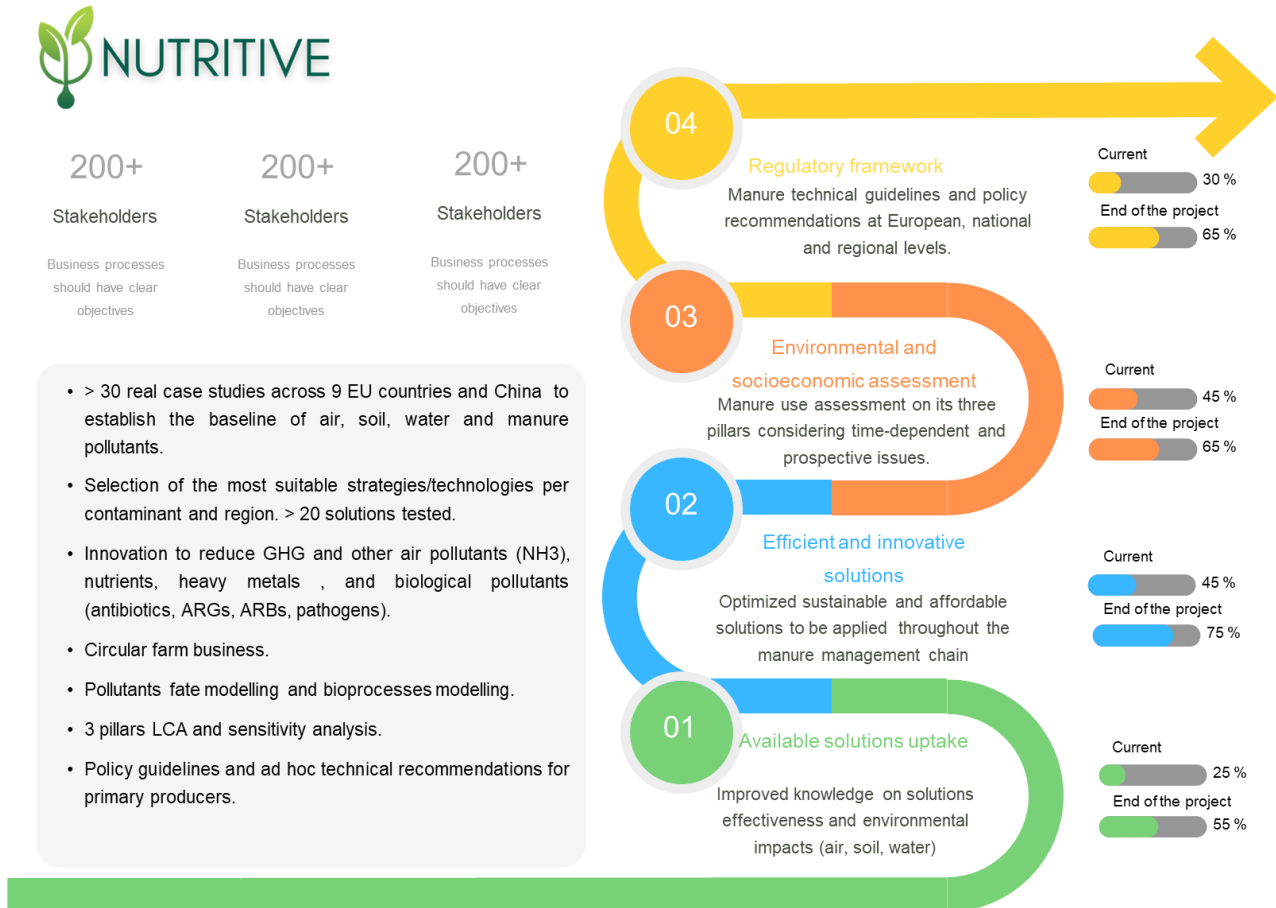


Figure 2. NUTRITIVE overview.

## 2. OBJECTIVES AND COMMUNICATION MESSAGES

The NUTRITIVE Project Communication Plan is the roadmap that the project will follow to communicate its progress and results to potential stakeholders and main beneficiaries. The aim is to capture the attention of a high percentage of the target audience, maximising the impact during the project, increasing its visibility and ensuring that the project information reaches the maximum possible audience.

Among the objectives of the project is to generate interest by informing and disseminating information about the actions developed within the project, such as events, information brochures and participation in fairs. It is also intended to create a documentary base and reference material for future projects through the publication on the website of all the actions and conclusions that are developed.

Communication will be effective, transparent and understandable for society as a whole, underlining the importance of solving the problems associated with manure management in livestock farming. These problems include the emission of greenhouse gases and air pollutants, as well as soil and water contamination by hazardous chemicals and emerging biological pollutants.

All project partners are considered ambassadors of the project, so this plan includes an external communication aspect and a very important internal communication aspect, to determine the channels and flows of information. The plan will explain in detail the operational timeline and the tools available to the consortium to meet the expected impact of the project.

The Communication and Dissemination Plan provides a framework and timeline for all actions that support the dissemination efforts needed to inform, promote and communicate activities and results to citizens, stakeholders and media; and to make knowledge publicly and freely available to those who can learn and benefit from the results (e.g. scientists, industry, public authorities, policy makers, civil society, etc.). It also supports the uptake and engagement of stakeholders in relevant project activities (e.g. clustering activities or training sessions).

This document describes the main communication channels and activities planned during the implementation of the NUTRITIVE project, identifying the target groups and specifying the roles and responsibilities of the project partners. The Plan will be a living document. Specific activities will be regularly updated by the WP leader (MEDRAR), and the Communication and Dissemination Plan will be reviewed and updated regularly (at least every 6 months). Key Performance Indicators (KPIs) have been created to monitor the impacts of the communication and dissemination actions.

The Communication and Dissemination Plan is linked to all work packages, tasks and sub-tasks of the project. Thus, this document will be the basis for the procedures to be followed in the implementation of the project with regard to communication and dissemination.

MEDRAR, as the coordinating entity and leader of WP5 Communication, Dissemination and Exploitation, is the main contributor of the content provided in this document together with ASAJA, leader of the tasks related to the development of the Communication and Dissemination Plan and the communication actions, with the support of all NUTRITIVE partners.

### 2.1. PUBLISHABLE SUMMARY

The purpose of the strategy communication is to serve as a tool for monitoring, reporting and consensus building on all dissemination, exploitation and communication (DEC) activities among all NUTRITIVE project partners.

This plan describes the overall strategy and approach, and also contains standard operating procedures (SOPs) and activity plans. This document is an elaboration and implements the dissemination, exploitation and communication plan as described in the Description of Action (DoA) of the Grant Agreement (GA) and should not contradict the relevant sections of the Consortium Agreement (CA). The communication plan is an internal working document to be dealt with openly by the partners and is a proprietary work with copyright for the consortium as the main beneficiary. Any reproduction, re-use (e.g. for other projects) requires the prior written consent of the authors (consortium).

## **2.2. RELATION OF COMMUNICATION AND DISSEMINATION PLAN WITH OTHER ACTIVITIES IN THE PROJECT**

The Communication and Dissemination Plan is related with all the project WPs, tasks, and subtasks. Thus, this document will be the basis for the procedures to be followed in the execution of the project regarding communication and dissemination.

## **2.3. CONTRIBUTION OF PARTNERS**

MEDRAR, as the coordinator entity, and WP5 Communication, Dissemination and Exploitation leader is the main contributor of the content provided in this document along with ASAJA, leader of the tasks regarding Communication and Dissemination plan development and Communication actions, with the support of all NUTRITIVE partners.

# **3. COMMUNICATION AND DISSEMINATION OBLIGATIONS**

## **3.1. INTRODUCTION**

Communication is a cross-cutting area in the NUTRITIVE Project, so all partners must be actively involved in promoting the action and its results. As stated in the Horizon Europe communication guidelines, beneficiaries should promote the action and its results by providing information to multiple audiences (target audiences, including both the media and the general public) in a strategic and effective way. This will require participation in other events and networking activities.

This comprehensive communication plan defines clear objectives tailored to the different types of audiences, as well as a detailed description and timing of each activity. The communication strategy includes internal and external flows. For our communication strategy to be effective, we must be aware that communication, both internal and external, is a priority for the consortium. The communication strategy must be aligned with the objectives and values of the project, be honest and based on a good knowledge of the target audience.

**Communication:** Taking strategic and specific measures to promote the action itself to a multitude of audiences, including the media and the general public, and possibly engaging in a two-way exchange. The aim is to reach out to the public by demonstrating how EU funding contributes to addressing societal challenges.

**Dissemination:** Publicly disseminating project results through any selected media or channel. It is also a process of promotion and awareness raising from the very beginning of the project (M1). Dissemination makes the research results known to various stakeholder groups (e.g. fellow

researchers, industry and other commercial actors, professional organisations, policy makers, etc.) in a targeted way, to enable them to use the results in their own work.

Media corner	Channels of communication	Communication toolkit
<p><b>NUTRITIVE web:</b>  <a href="https://nutritive.es/">https://nutritive.es/</a></p> <p><b>NUTRITIVE News&amp;Events:</b>  <a href="https://nutritive.es/news/">https://nutritive.es/news/</a></p> <p><b>PUBLIC DELIVERABLES:</b>  <a href="https://nutritive.es/results/">https://nutritive.es/results/</a></p> <p><b>Cordis:</b>  <i>Under construction</i></p>	<p><b>EMAIL:</b>  hello@nutritive.es</p> <p><b>X:</b>  <a href="https://x.com/NutritiveH_EU">https://x.com/NutritiveH_EU</a></p> <p><b>LINKEDIN:</b>  <a href="https://www.linkedin.com/company/nutritive-horizon-eu/">https://www.linkedin.com/company/nutritive-horizon-eu/</a></p> <p><b>YOUTUBE:</b>  <a href="https://www.youtube.com/@NutritiveHEU">https://www.youtube.com/@NutritiveHEU</a></p>	<p><b>CORDIS information sheet:</b>  <i>Under construction</i></p> <p><b>Brochure:</b>  <i>Under review</i></p> <p><b>Poster:</b>  <i>Under review</i></p>

The plan includes an overview of the steps to be taken to ensure integrated communication and dissemination within and outside the consortium. The communication strategy will be refined over the duration of the project as follows:

- Stakeholder analysis will be updated.
- Key messages to target groups will be refined.
- Communication channels will be thoroughly evaluated.
- Social media KPI forecasts will be updated.
- Market focus will be adapted.

The grant agreement for the NUTRITIVE project sets out clear obligations for the beneficiaries regarding the communication, dissemination, and visibility of the project's results. The key obligations are detailed below:



**Article 17 — Communication, Dissemination, Open Science and Visibility**

> Dissemination of Results:

- Beneficiaries must disseminate the results of the project as soon as possible and in a publicly accessible format, subject to restrictions for intellectual property protection, security rules, or legitimate interests.
- Any beneficiary planning to disseminate their results must notify the other beneficiaries at least 15 days in advance, providing sufficient information about the results to be disseminated.

- Any other beneficiary may object within 15 days of receiving the notification if they can demonstrate that their legitimate interests would be significantly harmed. In such cases, the results cannot be disseminated unless appropriate measures are taken to protect those interests.
- > Additional Dissemination Obligations:
  - Where the call conditions impose additional dissemination obligations, beneficiaries must also comply with these.
- > Open Science - Open Access to Scientific Publications:
  - Beneficiaries must ensure open access to peer-reviewed scientific publications relating to their results. Specifically:
    - No later than the date of publication, an electronic copy in a machine-readable format of the published version or the final peer-reviewed manuscript accepted for publication must be deposited in a trusted repository for scientific publications.
    - Open access to the deposited publication must be provided through the repository, under the latest available version of the Creative Commons Public International Attribution License (CC BY) or a license with equivalent rights; for monographs and other long-text formats, the license may exclude commercial uses and derivative works (e.g., CC BY-NC, CC BY-ND).
    - Information must be provided via the repository about any research output or other tools necessary to validate the conclusions of the scientific publication.

### 3.2. GENERAL OBJECTIVE

The main objective of this communication plan is to raise awareness of the NUTRITIVE project, its progress and results to potential stakeholders and main beneficiaries. The aim is to attract the attention of a high percentage of target audiences, measuring the results through the impact on social networks, the reach of paper and digital publications, and visits to the website.

In addition, it seeks to create a documentary base and reference material for future projects by publishing on the web (both in the private and public sphere) the actions and conclusions that are developed, as well as the audiovisual and graphic material that is generated.

Likewise, among the general objectives is to generate interest and curiosity among the general public about manure management and its environmental implications.

This will be achieved through effective, transparent and understandable communication to society as a whole on the importance of solving the problems associated with manure management in livestock farming.

- Establish NUTRITIVE as a new value chain for sustainable manure management solutions and establish appropriate business models to capture new market opportunities.
- Maximise the innovation impacts of the project to contribute to the uptake of project results for growth and employment through the appropriate management and protection of NUTRITIVE knowledge and results, and establish a sound plan for the communication, dissemination and exploitation of NUTRITIVE results.
- Engage the general public and policy makers in a strategic dialogue to push for new standards on environmental sustainability in manure management at EU level, as well as policy recommendations.

- To optimise the information flow between consortium members and to organise efficient communication between project participants.
- To raise awareness of the project among potential stakeholders, main beneficiaries (companies, entrepreneurs, etc.) and society at large.
- To inform and communicate the results to public and private bodies and entities from other European regions and national and European institutions that may be interested in the project.
- Report on the elements included in the Horizon Europe framework, such as specific challenges, scope, EU funding, expected impacts related to Horizon Europe KPIs, environmental impacts, economic impacts and social impacts.

In addition, the communication strategy addresses various relevant audiences, stakeholders and target groups and has the following specific objectives:

- Create and implement communication tools for defined audiences and target groups identified through a thorough stakeholder analysis.
- Build an extended project community and network with relevant stakeholders through strategic and structured communication and dissemination activities.
- Disseminate project results through events and workshops for various stakeholders for consolidation, exchange and active knowledge transfer.
- Coordinate and manage all processes closely aligned and taking into account the findings of cross-cutting activities and innovation impacts.
- Merge project results and knowledge with partner interests, regulatory and market needs, and manage intellectual property requirements to produce commercial and activity plans and agreements for post-project exploitation.

### 3.3. SPECIFIC OBJECTIVE

The main objective of this communication plan, as stated above, is to maximise the impact of the NUTRITIVE project among all relevant stakeholders at international level. This includes positioning NUTRITIVE as an international reference in terms of manure management schemes for environmental sustainability.

Furthermore, it aims to promote and strengthen relationships between NUTRITIVE partners, from farmers to technology developers, spanning the entire value chain, and including public and private institutions as well as stakeholder networking entities (e.g. COPA-COGECA).

Another objective is to raise awareness among different target audiences about the importance of manure management and to communicate and disseminate the activities developed by the project and the support provided by Horizon Europe to society.

To achieve this, effective, transparent and understandable communication for society as a whole will be used, highlighting the importance of addressing the problems associated with manure management in livestock farming.

- Establish NUTRITIVE as a new value chain for sustainable manure management solutions and establish appropriate business models to capture new market opportunities.
- Maximise the innovation impacts of the project to contribute to the uptake of project results for growth and employment through the appropriate management and protection of

NUTRITIVE knowledge and results, and establish a sound plan for the communication, dissemination and exploitation of NUTRITIVE results.

- Engage the general public and policy makers in a strategic dialogue to push for new standards on environmental sustainability in manure management at EU level, as well as policy recommendations.
- To optimise the information flow between consortium members and to organise efficient communication between project participants.
- To raise awareness of the project among potential stakeholders, main beneficiaries (companies, entrepreneurs, etc.) and society at large.
- To inform and communicate the results to public and private bodies and entities from other European regions and national and European institutions that may be interested in the project.

### 3.4. SPECIFIC OBJECTIVES OF INTERNAL COMMUNICATION

Internal communication is an essential component of the communication and dissemination strategy of any collaborative project such as NUTRITIVE. The need for effective internal communication lies in ensuring that all project partners are aligned, informed and committed to common goals. Clear and fluid communication facilitates the coordination of activities, problem solving and informed decision making. It also promotes a sense of ownership and cooperation among consortium members, which is critical to the success of the project. In the context of NUTRITIVE, where multiple partners from different countries and disciplines are involved, it is crucial to establish robust mechanisms for information exchange and constant updates on project progress. The implementation of specific tools and processes for internal communication ensures that each partner has access to relevant information and can effectively contribute to the achievement of the project objectives.

- Organise and improve the exchange of information between project partners by creating a form to be filled in by each partner when carrying out an action.
- Promote awareness of progress among the project partners.
- The flow of information will be encouraged and the internal area of the website will have a section where information can be accessed.
- Generate a corporate identity. Creation of a style guide and templates.
- Encourage participation in other forums of interest.

## 4. COMMUNICATION MESSAGES

- NUTRITIVE is an opportunity for Europe to assess the socio-economic and environmental impacts of manure management, as well as the effectiveness of mitigation strategies along the whole chain considering a wide range of pollutants.
- NUTRITIVE aims to provide Better Available Techniques Not entailing Excessive Costs (BATNEECs) for farmers, aimed at achieving sustainable manure management in all three pillars: environmental, economic and social.
- NUTRITIVE will support policy makers with recommendations for setting limits for manure-derived pollutants in the environment and contribute to the formulation of policies and initiatives at EU and regional level.

At the start of the project during Period 1, the main objectives of the communication strategies will be to communicate the NUTRITIVE project as a whole, the research objectives, the expected impacts, the research approaches in individual work packages (as far as confidentiality allows) and the consortium members.

There will be little or no dissemination activity in this period, as results will be available only at a later stage of the project. Exploitation activities in Period 1 include TRL monitoring, preparation of SOPs and communication of legal obligations to consortium members. In later stages, dissemination of project results will become the main focus of the communication strategy activities, as well as more elaborate exploitation activities.

The communication activities in Period 1 are primarily aimed at reaching as many relevant stakeholders as possible by presenting the objectives and the research plan of the NUTRITIVE project to them. The active presentation of European research and innovation also represents public expenditure by showcasing the added values of collaborative research within the NUTRITIVE project.

NUTRITIVE's most essential communication objectives for Period 1 are:

- > Set up all necessary communication tools and measures, which are available to all project partners.
- > Establish a visual identity of the NUTRITIVE project.
- > Showcase the innovative nature of the NUTRITIVE project and its research plan.
- > Acknowledge EU funding through collaborative EU campaigns on various channels.
- > Showcase the strength and expertise of the consortium partners.
- > Raise awareness of the challenges of manure management in European regions and its socio-economic impact.
- > Engage stakeholders and create an established community that actively engages with the content.

Successfully conveying the above communication objectives will involve implementing and executing a three-pronged approach:

- > Identify target audiences and develop key messages tailored to them.
- > Define clear communication objectives per target group.
- > Create a plan of activities to reach these target audiences.

Each audience demands different types of messages and communication channels. Therefore, a good segmentation of stakeholders will allow us to tailor the messages to penetrate them effectively, especially in a project with the characteristics of NUTRITIVE, involving partners from different countries and whose target audience is distributed across the EU. Consequently, the language and vocabulary used must be adapted accordingly, depending on the actors and channels. The messages must be clearly defined by the virtue of people and the environment.

Key messages may differ depending on the type of audience, their interests, concerns, or opportunities. On this basis, it is essential to develop a specific plan considering the aforementioned aspects.

#### 4.1. INCORPORATION OF TAGS IN COMMUNICATION MESSAGES

To maximize the reach and effectiveness of our communication and dissemination activities, it is essential to use tags that facilitate the search and connection of our publications with relevant audiences. The following tags have been selected to align with the objectives of the NUTRITIVE project and the expected impact areas. These tags will help categorize and promote the content related to the project coherently and effectively.

*(Justification and argumentation for Tag Usage)*

- **#NUTRITIVE:** This primary tag identifies the project and should be used in all publications to ensure cohesion and easy tracking of project-specific content.
- **#ManureManagement:** Reflects the project's central focus on manure management, allowing audiences interested in this specific topic to easily find related content.
- **#EnvironmentalSustainability:** Highlights the project's commitment to environmental sustainability, attracting audiences concerned with environmental impact and sustainable solutions.
- **#GHGReduction:** Emphasizes the project's efforts to reduce greenhouse gas emissions, a crucial topic for climate policies and sustainable agriculture.
- **#CircularEconomy:** Underlines how the project contributes to the circular economy, promoting agricultural practices that recycle and reuse resources.
- **#AgricultureInnovation:** Indicates the innovations the project introduces in agriculture, attracting researchers, academics, and professionals interested in new technologies and practices.
- **#SustainableFarming:** Promotes the sustainable farming practices developed and recommended by the project, aligning with sustainable development goals.
- **#PollutionControl:** Focuses on the project's efforts to control and mitigate pollution caused by manure, a crucial aspect for public and environmental health.
- **#LivestockFarming:** Identifies the specific sector targeted by the project, facilitating the connection with producers and other actors in the livestock value chain.
- **#GreenTechnologies:** Highlights the use and development of green technologies within the project, attracting technological partners and companies in the green sector.
- **#EUResearch:** Links the project with the European Union's research framework, emphasizing the support and funding received from Horizon Europe.
- **#ClimateAction:** Reflects how the project contributes to global and regional climate actions, a topic of great interest to policymakers and the general public.
- **#BestPractices:** Promotes the best practices developed and recommended by the project, facilitating their adoption by farmers and waste managers.
- **#PolicyRecommendations:** Indicates the project's support to policymakers with evidence-based recommendations, helping shape new regulations and guidelines.
- **#HorizonEurope:** Highlights the funding and support from the Horizon Europe program, increasing the project's visibility and credibility.
- **#SoilHealth:** Emphasizes the project's benefits for soil health, a vital topic for agricultural productivity and environmental sustainability.
- **#WaterQuality:** Focuses on the project's efforts to improve water quality by reducing manure-derived contamination.

- **#AirQuality:** Promotes the project's actions to improve air quality by reducing ammonia and other emissions.
- **#WasteManagement:** Reflects the project's strategies for effective waste management, aligning with sustainability and circular economy goals.
- **#AgriFoodSector:** Links the project with the agri-food sector in general, facilitating the dissemination of results to a broader audience of producers, consumers, and regulatory entities.

The implementation of these tags in all project communications will help categorize and effectively promote the content, ensuring it reaches specific audiences and that relevant stakeholders can follow and engage with the project's developments. These tags will be used across all communication platforms, including websites, social media, printed and electronic publications, and all dissemination materials and events related to the NUTRITIVE project.

## 5. TARGET GROUPS AND AUDIENCES

### 5.1. TERMINOLOGY OF KEY AUDIENCE GROUPS

**Stakeholders:** Stakeholders are considered to be individuals or groups with a substantial interest in a process or product and/or who are more or less directly involved in the development, production, or implementation of a product. Generally, two types of stakeholders should be identified: external stakeholders, such as customers, suppliers, and society at large, and internal stakeholders, such as employees, business owners, partners, and shareholders.

**Multipliers:** Multipliers are individuals, institutions, and media that select, provide, and disseminate specific information. They may have an official mandate for dissemination (e.g., sector associations, educational institutions, or media) or assume a mandate to inform and educate other interest groups, often comprising experts.

**Gatekeepers:** Individual influencers with the ability or positions that allow them to select or influence the selection of opinions are considered gatekeepers. These include newspaper and magazine editors and state employees who deliberately disseminate or withhold information..

### 5.2. PARTICIPANTS, MULTIPLIERS, AND GATEKEEPERS

Below is an initial non-exclusive list of key stakeholders, multipliers, and gatekeepers relevant to the NUTRITIVE project. This list will be continuously updated based on newly established networks, connections, and target audiences.

Recognizing stakeholders is a preliminary and essential step in the NUTRITIVE project's communication strategy. Each outreach task will be carefully designed to maximize the chances of reaching interested audiences. The project's target audience is classified into internal and external direct recipients. While the first group can be easily identified among the Consortium members and EU managers and coordinators, the second group requires a more detailed explanation, as described below.

Communication within and between consortium members plays an essential role in achieving the specified communication strategy objectives. Establishing a positive and collaborative environment at the project's start will be the priority of the communication strategy leaders and the Management

Work Package, as well as the project coordinators. Consortium members are actively encouraged to engage with NUTRITIVE content across all communication channels and contribute content and ideas for future activities in the communication plan. Additionally, NUTRITIVE partners are encouraged to set up relevant accounts to follow the latest ideas shared on multiple communication channels (i.e., website, social media, etc.).

Key target groups	Target audiences	Objective
<b>1.Livestock farmers.</b>	1.1.Small/primary dairy and meat producers (mainly cow, pig, poultry). 1.2.Local cluster of producers, traders	Project involvement, raise awareness, show new capabilities, foster engagement and favour the adoption of new solutions
<b>2.Green technological industry</b>	2.1.Solutions providers 2.2. Agri business (sustainable animal feeding, green fertilizers, etc.)	Project involvement, show the novelties and new capabilities, foster engagement, commercial exploitation
<b>3.Waste managers and extension services</b>	3.1.Technology services for waste management	Project involvement, show the novelties and new capabilities, foster engagement, commercial exploitation
<b>4. Research &amp; Academia</b>	4.1. Scientific community (university/Research centres) in the field of manure-management, pollutants addressing, novel solutions development, and sustainability assessment)	Project involvement, show the novelties, R&D&i cooperation
<b>5.Policymakers and authorities</b>	5.1.Policymakers 5.2.Public institutions at different levels (regional, national, EU, Chinese) 5.3.Other public agencies/bodies 5.4.Networks of the agrifood sector (AKIS, EU CAP, etc.).	Project involvement; influence future policies and initiatives at different levels

<b>6. Society in general and advisory services</b>	6.1. Society in general 6.2. Consumers at different levels (Regional, national, EU, Chinese) 6.3. Public media (general printed or online media representatives nor scientific neither industrial at regional, national, EU and Chinese levels) 6.4. Associations (primary producers, consumers, ecologist/environmental, etc.). 6.5. Consultants (agrifood/primary sector, environmental/sustainability)	Project involvement, gain visibility, raise awareness,
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Objectives	Internal Direct	External Direct	Policy Decision Makers	Media
<b>Systematized communication</b>	NUTRITIVE Web. Document sharing tools. Activity reports. Scientific professional and social networking tools.	-	-	-
<b>Fluid information</b>	Meetings. Telecommunication tools.	-	-	-
<b>Project dissemination</b>	NUTRITIVE Web. Brochures. Factsheets and newsletters. Videos. Info-pack. Communication materials. Social media.	NUTRITIVE Web. Brochures. Factsheets and newsletters. Videos. Info-pack. Communication materials. Social media.	NUTRITIVE Web. Brochures. Factsheets and newsletters. Videos. Info-pack. Communication materials. Social media.	NUTRITIVE Web. Brochures. Factsheets and newsletters. Videos. Info-pack. Communication materials. Social media.
<b>Results dissemination</b>	NUTRITIVE Web. Brochures. Factsheets and newsletters. Videos. Info-pack. Communication	NUTRITIVE Web. Brochures. Factsheets and newsletters. Videos. Info-pack.	NUTRITIVE Web. Brochures. Factsheets and newsletters. Videos. Info-pack. Communication	NUTRITIVE Web. Brochures. Factsheets and newsletters. Videos. Info-pack.

	materials. Social media.	Communication materials. Social media.	materials. Social media.	Communication materials. Social media.
<b>Reference work material</b>	Publications, seminars, workshops. Dedicated meetings. Scientific professional and social networking tools.	Publications, NUTRITIVE Web, and Events. Magazines and platforms.	-	-
<b>New knowledge as a basis for policy decision</b>	Publications, NUTRITIVE Web, and Events. Dedicated meetings.	Publications, NUTRITIVE Web, and Events. Magazines and platforms.	Publications, NUTRITIVE Web, and events. Magazines and platforms.	-
<b>Promote creativity and innovation</b>	Publications, seminars, workshops. Magazines and platforms. Videos.	-	-	-
<b>Transparent communication on innovation and creativity</b>	Press releases. Communication materials. Identity kit.	-	Press releases and events. Communication materials. Identity kit.	Press releases. Communication materials. Identity kit.

## 6. INFRASTRUCTURE AND CHANNELS

### 6.1. COMMUNICATION ACTIONS

The communication and dissemination of the NUTRITIVE project results is considered by the European Commission as one of the most important activities and should be initiated from the very first phase of the project.

The overall communication strategy of NUTRITIVE will focus on systematising, structuring and facilitating communication and information between project partners, ensuring efficient and transparent project management, and guaranteeing that information flows effectively between the actors directly involved. It also seeks to ensure that information flows smoothly and efficiently between the actors directly involved. The communication strategy is implemented through a plan of activities that is regularly updated. The main objectives of NUTRITIVE's communication strategy are:

- To increase the innovation capacity of the project.
- Maximise the market impact of NUTRITIVE's new products.
- Raise awareness of the challenges of manure management.
- Acknowledge EU funding.
- Establish a community around manure management and the NUTRITIVE project through various channels.

NUTRITIVE's communication strategies are strongly rooted in and inspired by the vision of the European Union's Horizon Europe Programme. NUTRITIVE's communication and dissemination objectives are shared with NUTRITIVE's identified target groups based on the following four main communication strategies:

- i. Cross-cutting advocacy activities: Inform relevant associations, policy makers and networks acting as multipliers and facilitators about the NUTRITIVE project and the relevant actions needed to advance innovation in this area.
- ii. Live communication and knowledge transfer: Make the opportunities and limits of NUTRITIVE products and processes known to end-users and other stakeholders; push NUTRITIVE products and results to the market.
- iii. Public awareness.
- iv. Post-project market entry: Accelerate market acceptance of NUTRITIVE's products.

In addition, a corporate identity manual for the NUTRITIVE project will be developed, a key action to ensure coherent and effective communication that complies with the guidelines established by the European Commission. This manual will detail the specific obligations related to the visibility of EU funding, as set out on the official website of the European Commission ([https://commission.europa.eu/funding-tenders/managing-your-project/communicating-and-raising-eu-visibility\\_es](https://commission.europa.eu/funding-tenders/managing-your-project/communicating-and-raising-eu-visibility_es)).

It will include precise guidelines on the correct use of the EU emblem, funding statements and other essential visual elements that must accompany all project communications. In addition, the manual will serve as a reference tool for all consortium partners, ensuring that each communication material, whether printed or digital, meets the requirements for visibility and recognition of EU support. By establishing a uniform standard for the visual identity of the project, we will strengthen our corporate image and ensure compliance with our communication and dissemination obligations, thus maximising the impact and transparency of EU-funded activities.

The tools we will use, based on the strategy described above, to achieve the objectives set out in the communication plan are as follows:

## 6.2. EXTERNAL COMMUNICATION

External communication is essential to make the NUTRITIVE project, its progress and results known, not only to the target audiences directly involved, but also to society at large. A well-designed and executed external communication strategy allows increasing the visibility of the project, raising awareness on the importance of an efficient and sustainable management of livestock farms and generating interest and support among the different stakeholders. To achieve these objectives, several actions will be implemented, such as issuing press releases, writing and publishing articles in relevant media, and an active presence on social media. These actions are designed to ensure wide dissemination of information and encourage engagement and collaboration with the NUTRITIVE project.

- Launch press releases with relevant information about the project.
- Write and submit pre-written articles and advertorials.
- Publish articles in the media on topics related to efficient and sustainable livestock management.
- Social media:
  - Publish each action in a timely manner and the progress of the project. Content will be created for both social media and the website, in addition to the corporate content, and reference will be made to the publications already made.
    - > Facebook
    - > LinkedIn
    - > Twitter
    - > Use of hashtags.
- Prepare and distribute information brochures.
- Prepare a final project report.
- Coordinate participation in events of interest.

For all the actions described above, the communication strategy foreseen follows the European Commission's guidelines for the use of social media, namely the "Social Media Guidelines for EU-funded R&I projects".

### Social media

Benefits of Social Media Communication In general, communication through social media channels is dynamic, allowing NUTRITIVE to target relevant audiences more directly. Other benefits of social media communication compared to conventional forms of communication include:

- Increased audience reach and greater potential for engagement opportunities.
- Direct interaction with audiences, enabling greater engagement and identification with the project.
- Communication in a faster mode for shorter response times and wider dissemination of information.
- Receive news and updates on relevant topics and related projects.

- Build a strong network of followers and establish a community around the NUTRITIVE project.
- Headline specific NUTRITIVE topics and interests by using hashtags in regular posts.

NUTRITIVE topics on social media The topics most associated with the NUTRITIVE project are identified with hashtags (#) on social media channels. The list of hashtags for the NUTRITIVE project includes the following terms: #ManureManagement #EnvironmentalSustainability #GHGReduction #CircularEconomy #AgriculturalInnovation #SustainableAgriculture #PollutionControl #Livestock #GreenTechnologies #EURResearch #ClimateAction #BestPractices #PolicyRecommendations #EUHorizon #SoilHealth #WaterQuality #AirQuality #WasteManagement #AgricultureFoodSector

In addition, it is important to include identifiers (@) for organisations or individuals and partners involved/targeted in the relevant publication (e.g. @NUTRITIVEProject).

### Public Communication Measures:

- Graphic identity.
- Original graphics to enable public identification of the project.
- Project website. Project branding and circulation of relevant information.
- NUTRITIVE Green Open Access Channel for: public reports, deliverables and publications.
- SEO (Search Engine Optimisation) to improve project visibility (inform site visitors).
- Roadshow of project events (exhibitions, round tables).
- Organisation of events dedicated to NUTRITIVE.
- Mainstream media campaign (contacts with media (TV, radio and press) to extend the reach of our key messages).
- Communication channels of the Bio-based Industries Consortium (BIC).
- Social media.
- NUTRITIVE final event.

### 6.3. INTERNAL COMMUNICATION

Internal communication is an essential pillar for the success of the NUTRITIVE project, ensuring that all partners are aligned, informed and coordinated. An effective internal communication strategy facilitates collaboration, improves efficiency and ensures that all consortium members work towards common goals. To this end, several actions will be implemented to standardise and optimise the flow of information within the project. These actions include the elaboration and distribution of a corporate identity manual, the organisation of regular meetings, the establishment of an email communication channel and the development of a detailed timeline based on the project milestones. These measures will ensure that information is shared in a timely and effective manner, promoting smooth cooperation and steady progress towards project goals.

- Elaborate and distribute a corporate identity manual to standardise the dissemination of the project.
- Regular meetings.
- Email communication channel for project partners to report actions or progress in a timely manner, allowing internal and external sharing.
- Develop a timetable based on the actions and stages envisaged by the project.

## 7. CHANNELS AND SUPPORTS COMMUNICATION

### 7.1. COMMUNICATION ACTIONS

Effective communication of the NUTRITIVE project requires the use of a variety of channels and media designed to reach and engage our diverse target audiences. Each channel and medium has been carefully selected to ensure that information about the project's activities, results and impact reaches stakeholders clearly and accurately. This section describes the different media we will use, the specific content that will be conveyed through each, and the role of project partners in generating and disseminating this content.

The main objective is to maximise the visibility and reach of NUTRITIVE, positioning it as an international reference in sustainable manure management. To achieve this, we have identified several communication tools, from professional and social networks to print and digital materials, each targeting specific audiences including scientists, farmers, policy makers, the green technology industry and society at large.

Each project partner will play a crucial role in this effort, providing content, suggestions and feedback to ensure that our communications are accurate, relevant and aligned with project objectives. These activities will be coordinated by ASAJA and the project coordinator and WP5 (MEDRAR), who will ensure the coherence and effectiveness of our communication strategies.

The channels and media we will use, the type of content that will be disseminated through them and the target audiences are detailed below, ensuring a wide and effective dissemination of the progress and results of the NUTRITIVE project. It also includes the Key Performance Indicators (KPIs) that will allow us to measure the impact and effectiveness of our communication actions.

Channels	Content	Role of the partners
Scientific professional and social networking tools	Specific information on project activities, outputs.	Coordinated by ASAJA and the project and WP5 coordinator (MEDRAR). All partners will provide content, suggestions and feedback.
Magazines and platforms	General information on the project. Specific information on project activities, outputs.	Coordinated by ASAJA and the project and WP5 coordinator (MEDRAR). All partners will provide content, suggestions and feedback.
Factsheets and newsletters	General information on the project. Specific information on project activities, outputs.	Coordinated by ASAJA and the project and WP5 coordinator (MEDRAR). All partners will provide content, suggestions and feedback.
Press releases (online/printed)	General information on the project.	Coordinated by ASAJA and the project and WP5 coordinator (MEDRAR). Partners may provide content.

Info-pack	General information on the project. Specific information on project activities, outputs.	Coordinated by ASAJA and the project and WP5 coordinator (MEDRAR).
Identity kit	Project identity.	Coordinated by ASAJA and the project and WP5 coordinator (MEDRAR).
Communication materials (online/printed)	General information on the project.	Coordinated by ASAJA and the project and WP5 coordinator (MEDRAR).
Videos	General information on the project.	Coordinated by ASAJA and the project and WP5 coordinator (MEDRAR). All partners will provide content, suggestions and feedback.
Project website	General information on the project. Specific information on project activities, outputs.	Coordinated by ASAJA and the project and WP5 coordinator (MEDRAR). All partners will provide content, suggestions and feedback. Partners may provide content.
Social media	General information on the project. Specific information on project activities, outputs.	Coordinated by ASAJA and the project and WP5 coordinator (MEDRAR). All partners will provide content, suggestions and feedback.
Dedicated meetings	Specific information on project activities, outputs.	Coordinated by ASAJA and the project and WP5 coordinator (MEDRAR). All partners will provide content, suggestions and feedback.

### 7.1.1. Scientific professional and social networking

Scientific professional and social networking tools, such as ResearchGate and LinkedIn, will be used to publish non-technical reports, graphical summaries and abstracts on the activities and results of the NUTRITIVE project. The need to use these channels lies in their ability to reach a specialised audience in the field of manure management and environmental sustainability, allowing the dissemination of specific information in an accessible and visually appealing way. This will foster collaboration and knowledge sharing between researchers and practitioners in the sector.

Target Audiences: #2.2, #2.3, #4.1, #6.5

KPIs: ≥ 10 publications with > 50 views each

### 7.1.2. Magazines and platforms

Non-technical articles will be published in open access tools such as Horizon Europe Magazine, Futurism Magazine, Research\*eu Magazine and CORDIS. These articles will provide an overview of the project and specific details on project activities and results, reaching a wide audience

interested in innovation and sustainability. Using these platforms will increase the visibility of the project and highlight its relevance in the European and global context.

Target audiences: #2.2, #2.3, #4.1, #6.5

KPIs: ≥ 4 publications

### 7.1.3. Factsheets and newsletters

Fact sheets and newsletters will contain key information on the study farms and novel manure management strategies/technologies. These materials will be distributed periodically to keep stakeholders informed on the progress and achievements of the project. The need for these documents lies in their ability to provide regular and detailed updates, which will encourage the continued interest and active participation of the target audiences.

Target audiences: all

KPIs: ≥ 5 fact sheets, ≥ 5 newsletters with > 50 subscribers each

### 7.1.4. Press releases

Press releases will be published in English and other languages at European level at various stages of the project: after the start of the project (challenges, main objectives, partners); mid-project (achievements and tangible benefits); before the main dissemination event (significant progress); and at the end of the project (results). These press releases are essential to keep the media and the general public informed about the key milestones of the project, thus increasing its visibility and credibility.

Target audiences: #1.1, #1.2, #2.2, #2.3, #3.1, #6.1, #6.4

KPIs: ≥ 4 press releases in English or other languages.

### 7.1.5. Info-pack

The digital information pack will provide facts about the challenges and benefits of NUTRITIVE technologies, mainly through infographics. This visual format facilitates understanding of complex information and captures the attention of diverse audiences. Using infographics and other visual elements will improve information retention and encourage greater engagement with the project.

Target audiences: #1.1, #1.2, #2.2, #2.3, #2.3, #3.1, #6.1, #6.2, #6.3, #6.4

KPIs: 1 general information package produced in M6-M18

### 7.1.6. Identity kit

The project identity kit will include the logo, key visual design, brand identity, general templates, website design, as well as designs for other materials (e.g. brochures, roll-ups, etc.) and guidelines for partners. This kit ensures a coherent and professional presentation of the project in all communications. The creation of a consistent visual identity is crucial to build a strong and recognisable image of the project.

Target audiences: All

KPIs: 1 project identity kit

### 7.1.7. Communication materials (online/printed)

Communication materials (e.g. brochures, leaflets, leaflets, roll-ups, posters) containing specific information about the project will be developed. These materials will be distributed at events and through relevant channels to reach diverse audiences. The distribution of these materials will help to raise awareness of the project's objectives and results, promoting their adoption and support.

Target Audiences: #1.1, #1.2, #2.2, #2.3, #2.4, #6.1, #6.2, #6.3, #6.4, #6.5

KPIs: ≥ 2,000 copies (updated in the second half of the project)

### 7.1.8. Videos

Non-technical and self-explanatory (cartoon style) videos about the project, including interviews, will be produced. These videos are effective in conveying information in an engaging and accessible way, facilitating audience understanding and engagement. Using video will allow you to reach a wider and more diverse audience, including those who prefer visual content.

Target audiences: All

KPIs: ≥ 3 videos with > 2,500 views each

### 7.1.9. Project website

Public website containing information regarding challenges addressed, project consortium, objectives, and solutions. It will include the following sections: news, resources and project materials, contact, social media.

The website will be updated regularly as new information becomes available. This space will provide summaries of the most important texts. In addition to project description and information, it will include news, downloadable material such as presentations and a private area. It will describe the objectives, actions to be developed, progress and results.

Each project partner will have a mini-site where the activities will be developed and the added value will be explained together with a link to their website. This is essential for dissemination through social media.

The website follows a modern, innovative and interactive design in NUTRITIVE green colours according to the visual identity guidelines. The website is actively maintained and is regularly updated with new content. The website is organised as follows:

- Home: Summary
- Project: Descriptions of the work packages of the project and objectives
- Partners: Description of the 22 consortium members.
- Network: Stakeholders and other related projects.
- Results: Public downloads.
- News and Events: Blogs and social media, event gallery, publications, project videos and next events.
- Private Area: Private/protected cloud.

#### Website Features

- Integration of the feedback function.

- Integration of various social media channels allowing NUTRITIVE to build an established community more quickly, as well as to carry out communication plan activities through online channels.
- Possibility to download available publications in PDF format.
- Ability to share blog content on social media channels directly.
- Compatibility with desktop computers, mobile phones and tablets.

Target audiences: All

KPIs:  $\geq 50$  visits per month; at least 1 interactive quiz

#### 7.1.10. Social media

Content will be prepared and shared on the NUTRITIVE project accounts (Twitter, facebook, Instagram LinkedIn, YouTube), interacting with the whole consortium, taking advantage of already established networks. Social media allows for rapid and wide dissemination of information, encouraging audience engagement and participation. The use of social media is essential to maintain a continuous and visible presence of the project on popular and accessible platforms.

Target audiences: All

KPIs: > 20 posts with > 500 views each

#### 7.1.11. Dedicated meetings

Dedicated meetings will be organised to discuss summary reports and roadmaps on the challenges addressed and the main results of the project. These meetings will facilitate the active participation of stakeholders and cooperation between project partners. The organisation of specific meetings is crucial to ensure clear and direct communication with key stakeholders, allowing for better coordination and understanding of the project's objectives and progress.

Target audiences: #1.2, #2.2, #5.1, #5.2, #5.3, #5.4, #5.4, #6.4

KPIs:  $\geq 5$  presentations at dedicated meetings

## 8. CHANNELS AND SUPPORTS DISSEMINATION

### 8.1. DISSEMINATION ACTIONS

Dissemination of NUTRITIVE project results is considered by the European Commission as one of the most important activities and should be initiated from the very first phase of the project. Participants have the obligation and responsibility to disseminate the project results in an effective and transparent way, ensuring that the information reaches all relevant stakeholders.

In order to comply with the European Commission guidelines, it is essential that any communication related to the NUTRITIVE project includes the EU emblem and a funding statement indicating the support received from the European Union. These guidelines also state that dissemination activities must be compatible with the protection of intellectual property rights, confidentiality obligations and the legitimate interests of the owners of the results.

For peer-reviewed scientific publications, beneficiaries must ensure open access, allowing free online access to any user. In addition, for those projects participating in the pilot initiative for open access to research data, the grant agreement will specify the conditions under which such access must be ensured.

The plan for dissemination and exploitation of project results must include details on dissemination activities, such as type of activity, audience size, objectives, dates and locations. In addition, it should contain information on the protection of project results and an exploitation plan detailing how the results will be used, including information on patents, trademarks and other intellectual property rights.

The European Commission also emphasises the importance of visibility of EU-funded actions. Therefore, the use of the EU emblem on all communication materials, both printed and digital, is mandatory. This emblem must be prominent and accompanied by a clear and comprehensive funding statement.

NUTRITIVE's overall communication strategy is based on these principles, ensuring efficient and transparent project management. Communication and reporting between project partners will be structured and systematised, ensuring that information flows effectively between the actors involved. In addition, the strategy will include the elaboration of a specific plan for the dissemination and exploitation of the results, which will be regularly updated and presented in the regular project reports. This final dissemination and exploitation plan will be presented together with the final project report, detailing all the results and the actions carried out and planned for their protection, exploitation and dissemination.

The implementation of this strategy will ensure that NUTRITIVE meets the expectations of the European Commission in terms of communication and dissemination, maximising the impact of the project and ensuring that the benefits of the research carried out reach the whole of society.

Dissemination of the NUTRITIVE project results is crucial to ensure that the project's progress and findings are accessible and usable by all relevant stakeholders. To maximise the impact of the project and ensure wide adoption of its results, we will use a variety of dissemination channels and actions. These channels include scientific and sectoral publications, policy briefs, external events, networking events, NUTRITIVE's own events, clustering activities and training sessions. Each of these channels has been selected for its ability to reach specific audiences and for its effectiveness in conveying technical and practical information.

Each project partner will play an active role in dissemination, coordinated by MEDRAR, to ensure that activities are consistent and aligned with project objectives. The established KPIs will allow us to measure the success of our dissemination activities and adjust our strategies as necessary.

The dissemination channels and actions are described in detail below, including the specific content to be disseminated through each and the target audiences to which they are directed:

- Publication of scientific articles and manuscripts in open access journals (OAJ).
- Submission of papers to conferences (NUTRITIVE - scientific members).
- Organising dedicated sessions and scientific workshops such as:
  - Biotechnologies for manure biodegradation.
  - Bio-economic impacts and social acceptance.

- Innovation and new lines of development.
- NUTRITIVE - results and applications.
- Dissemination articles aimed at industry.
- Establishment of direct contact to exploit synergies (EU initiatives and networks).
- Interaction with other Horizon Europe projects.
- At least one webinar in each of the main COPA members (Germany, France, Italy, Spain).
- Policy briefs and case studies targeted at policy makers.

Channels	Content	Role of the partners
Scientific publications	Scientific information on project activities, outputs.	Coordinated by MEDRAR. Universities and RTOs involved in the project will be primarily responsible of these publications (i.e. AINIA, USC, ARMINES, ENSMP, EV ILVO, ATB, VITO, and TU DELFT) with the support of other partners of the consortium.
Sectorial publications	General information on the project. Specific information on project activities, outputs.	Coordinated by MEDRAR. Technology providers and agribusiness partners will be primarily responsible of these publications (i.e. ALGAFUEL, DETRICON, ARESA, CECOAGRO, STA) with the support of other partners of the consortium.
Policy briefs	Specific information on the project outputs regarding policies and manure management practices.	Coordinated by MEDRAR. Policy advisors and policy makers will be the main responsible (AGACAL, LOMBARDIA, TEAGASC) with the support of other partners of the consortium.
External events	Specific information on project activities, outputs.	Coordinated by MEDRAR with the participation of all the consortium.
Networking events	General information on the project. Specific technical information on project activities, outputs.	Coordinated by MEDRAR with the participation of all the consortium.
NUTRITIVE events	Specific information on project activities, outputs.	Coordinated by MEDRAR with the participation of all the consortium.
Clustering activities	General information on the project. Specific information on project activities, outputs. to create a project community.	Coordinated by MEDRAR with the participation of all the consortium.
Training sessions	Specific information on project activities, outputs.	Coordinated by MEDRAR with the participation of all the consortium.

### 8.1.1. Scientific publications

Publications in international peer-reviewed journals with gold access and impact factor (IF) or in trusted green access repositories such as those listed in Zenodo or provided by consortium members. Potential journals include MDPI Sustainability, Journal of Cleaner Production, among others. These publications will allow the dissemination of detailed scientific information on project activities and results to the academic and research community.

Target audiences: #4.1

KPIs: ≥ 10 scientific publications

### 8.1.2. Sectorial publications

Publications in international and national sectorial journals in the industrial/primary sector. Potential journals include Vaca Pinta (Spain), Landbouwleven (Belgium). These publications will allow reaching actors in the agricultural and industrial sector, providing specific information on project activities and results.

Target audiences: #1.1, #1.2, #2.2, #2.3, #3.1, #6.4

KPIs: ≥ 6 sectorial publications (≥ 3 international)

### 8.1.3. Policy briefs

A series of short policy and practice papers will be developed with evidence-based recommendations formulated in WP4, derived from NUTRITIVE research findings. These documents will be disseminated by specialised partners such as ASAJA. The policy briefs are designed to inform and guide policy makers and practitioners in manure management.

Target audiences: #5.1, #5.2, #5.3, #5.4

KPIs ≥ 4 policy briefs

### 8.1.4. External events

Presentation of project results at recognised scientific conferences, workshops, exhibitions and industrial events. Potential events include ManureREsource (every 2-3 years). These events will provide a platform for sharing project progress with a broad scientific and industrial audience.

Target audiences: #2.2, #2.3, #4.1

KPIs: ≥ 6 external events with ≥ 12 contributions.

### 8.1.5. Networking events

Attendance at trade fairs, round tables or technical seminars. Examples include the Bioenergy conference held annually in Valladolid, EuroTier (Dubai, November 2024). These events will facilitate knowledge exchange and networking between project partners and other stakeholders.

Target audiences: #1.1, #1.2, #2.2, #2.3, #3.1, #6.4, #6.5

KPIs: ≥ 4 networking events

### 8.1.6. NUTRITIVE events

Organisation of workshops to favour the interaction between the consortium and other relevant actors for the co-creation of the main results of the project. Specific training sessions addressed to different target groups will also be carried out. Potential events in Spain (2024), Belgium (2025), Italy (2026) and Germany (2028). The events will be independent but also satellites of relevant conferences (ManureREsource conference).

Target audiences: #1.1, #1.2, #2.2, #2.3, #2.3, #3.1, #4.1, #5.1, #5.1, #5.2, #5.2, #5.3, #5.4, #6.4, #6.5

KPIs: ≥ 4 workshops with ≥ 50 participants each

### 8.1.7. Clustering activities

Alliances with related projects and platforms at European and national level to multiply the impact of the project. Potential projects/platforms include connection with operational clusters, connection with the Bioeconomy Cluster (CBE) through partners such as Ainia, or with interesting regional clusters such as the Iberian Smart Agri-hub supported by DATAlife. These clustering activities will foster collaboration and knowledge sharing, broadening the scope of the project.

Audiencias objetivo: #1.2, #2.2, #2.3, #3.1, #4.1, #5.1, #5.2, #5.3, #5.4, #6.4, #6.5

KPIs: ≥ 1 meeting per year and 1 joint activity

### 8.1.8. Training sessions

Leverage expert group meetings to organise knowledge sharing and training with stakeholders from NUTRITIVE countries in Europe and China. These sessions will focus on disseminating the acquired knowledge and experiences with the DSS tool to carry out replication plans in other regions (e.g. Poland).

Target audiences: #2.2, #2.3, #4.1, #5.1, #5.1, #5.2, #5.3, #5.4

KPIs: ≥ 3 meetings at major events and replication plans for other regions.

## 9. KPI METRICS

### 9.1. COMMUNICATION ACTIONS

Channels	KPIs
Scientific professional and social networking tools	≥ 10 publications with > 50 views each
Magazines and platforms	≥ 4 publications
Factsheets and newsletters	≥ 5 factsheets, ≥ 5 newsletters with > 50 subscribers each
Press releases (online/printed)	≥ 4 press releases in English or other languages
Info-pack	1 general info-pack produced in M6-M18.
Identity kit	1 project identity kit
Communication materials (online/printed)	≥ 2,000 copies (updated in the second half of the project)
Videos	≥ 3 video with > 2.500 views each
Project website	> 50 visits per month; at least 1 interactive quiz
Social media	> 20 posts with > 500 views each
Dedicated meetings	≥ 5 presentations in dedicated meetings

### 9.2. DISSEMINATION ACTIONS

Channels	KPIs
Scientific publications	≥ 10 scientific publications
Sectorial publications	≥ 6 sectorial publications (≥ 3 international)
Policy briefs	≥ 4 policy briefs
External events	≥ 6 external events with ≥ 12 contributions
Networking events	≥ 4 networking events
NUTRITIVE events	≥ 4 workshops with ≥ 50 participants each
Clustering activities	≥ 1 meeting per year and 1 joint activity
Training sessions	≥ 3 meetings at primary events replication plans for other regions

## 10. IDENTITY

MEDRAR, as responsible for the design of materials, has developed a visual identity for the NUTRITIVE project, with the aim of helping partners to communicate more effectively with all target groups. To this end, an appropriate and coherent visual identity has been created for the project. The idea is to make each document, action or communication of the project fully identifiable, increasing its impact and making the narrative and evolution of the project traceable. From Figure 1, the Project logo is shown, which cannot be used with colours other than those indicated in this manual, the proportions will never be altered and any use on a coloured background should never alter its visibility. The use of the NUTRITIVE logo will always be in full colour on a solid background. If partners opt for the green version of the NUTRITIVE logo, they should ideally use a white, light or light background. Conversely, if partners opt for the white version of the NUTRITIVE logo, they should choose a dark background. See examples below:



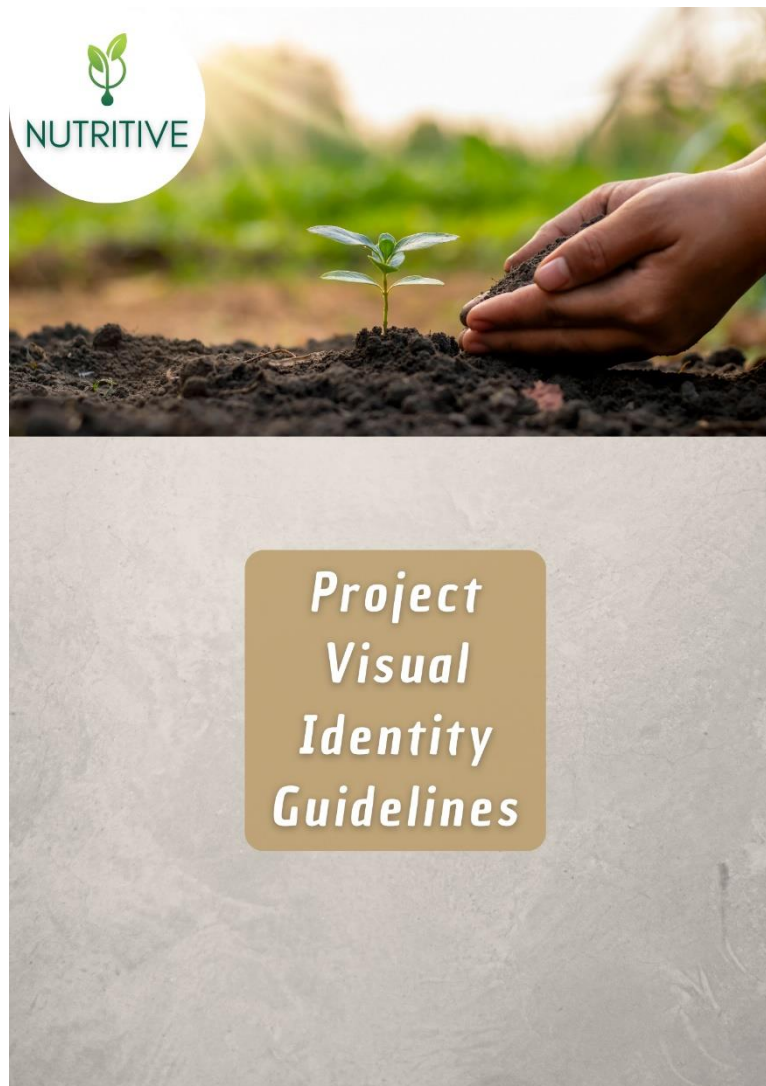
In addition, partners are obliged to acknowledge appropriate EU visibility measures, as cited in Article 29 of the grant agreement. The Horizon Europe funding programme must be acknowledged

and the funding logo should be included whenever possible. Use the template and acknowledgement text below:

***NUTRITIVE Project - This project has received funding from the European Union's Horizon Europe research and innovation programme under the Grant Agreement: 101135400***

### 10.1. GRAPHIC DESIGN SCHEME

The Visual Identity Manual gives NUTRITIVE a recognisable and coherent image. Style, formal coherence and consistency in the communication of a project define its personality and give it the possibility to be remembered by a large audience. The aim of this manual is to describe NUTRITIVE's visual identity in a clear and unambiguous way, and to explain how this identity should be developed in each piece of communication.



## 10.2. TEMPLATES

The unification of communication, both external and internal, between partners is ensured by the availability of appropriate templates. Two templates have been designed for public and confidential presentations and communications.

These templates ensure the transmission of a unified corporate image. Specifically, there are two templates already available here (within the private area of the NUTRITIVE website), one for deliverables (Figure 3) and one for PowerPoint presentations (Figure 4). The use of these templates is restricted to consortium members and must be used in any deliverable or presentation made. A poster template and a rollup will also be developed.

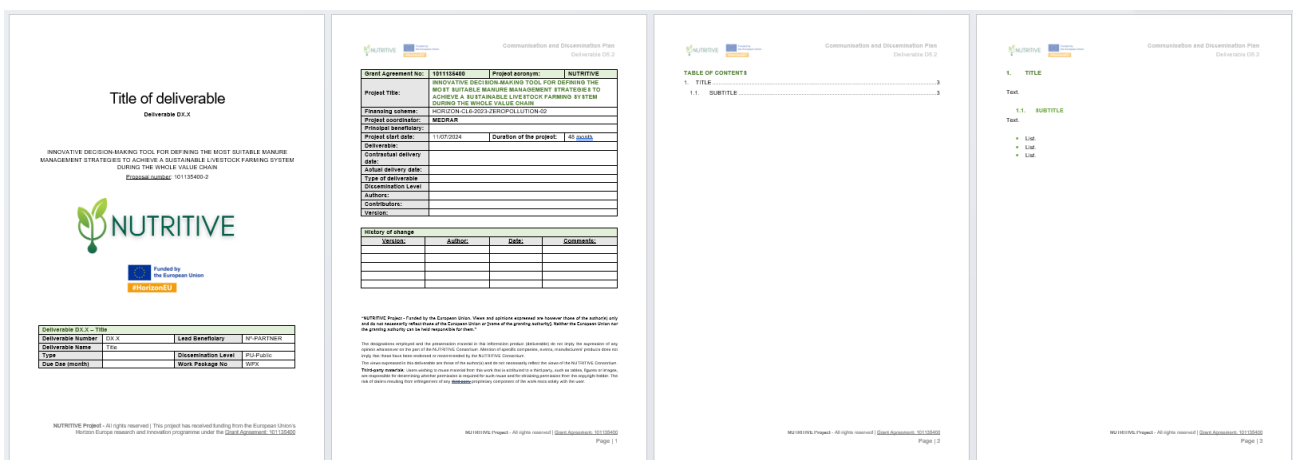


Figure 3. Deliverables template.



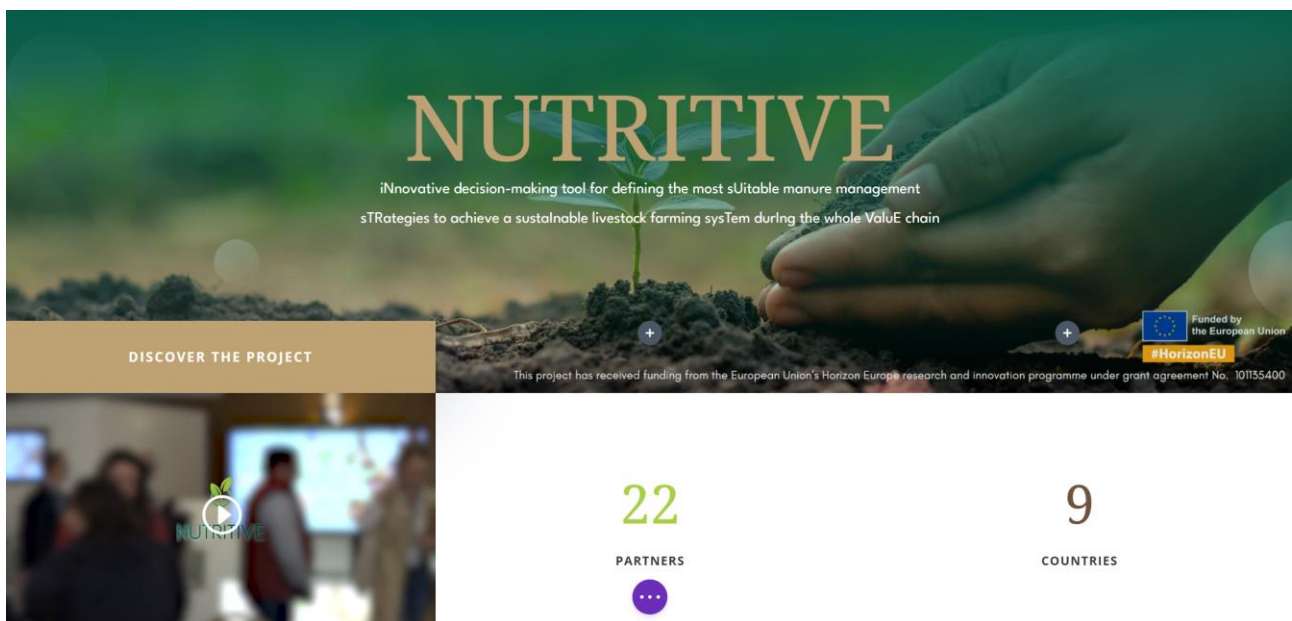
Figure 4. PowerPoints template.

### 10.3. WEBSITE

The project website will be a central element serving not only to provide direct information, but also as a tool for dissemination and delivery of other materials, such as reference material, publications, brochures and the logo.

The website can also be used for invitations to events and events, as well as for creating specific press and media access to facilitate the work with this target audience. Second but not least, it fulfils, through a secure intranet with restricted access to the project partners, the function of internal communication between the partners. In addition, the project partners also commit themselves to use the access link to the project website in other initiatives in their countries.

The website is available at the following link: [www.nutritive.es](http://www.nutritive.es)



### 10.4. SOCIAL MEDIA

Social media is a powerful tool for achieving a multiplying promotional effect in communication activities.



[https://x.com/NutritiveH\\_EU](https://x.com/NutritiveH_EU)



<https://www.linkedin.com/company/nutritive-horizon-eu>



<https://www.youtube.com/@NutritiveHEU>

## ANEXO I - PLANNING

Task	Activities	Responsible	Timeline / Status
T5.1 Set up, update, and implement the communication plan (M1-48)			
<b>Initial DEC plan</b>	Establish standard operating procedures (D-SOP as part of the Communication Plan (CP) manual)	ASAJA	M1
	Collect input from partners on planned dissemination activities for the PP	ASAJA	M3
	Establish corporate identity guidelines	MEDRAR	M3
	Finalize CP Manual (notification procedures, acknowledgements, corporate identity, innovation management and exploitation, open access publications)	ASAJA	M3
	Create communication strategy	ASAJA	M6
	Establish activity plan for WP5	ASAJA	M6
T5.2 Design and implement a set of tools and materials (M1-M48)			
<b>Factsheets</b>	Finalize CORDIS factsheet	MEDRAR	M3
	Finalize Horizon Europe factsheet. Available on the website	MEDRAR	M3
	Create and distribute factsheets ( $\geq 5$ )	MEDRAR	M1-M48
<b>Website</b>	Purchase domain name for NUTRITIVE website	MEDRAR	M3
	Collect information from partners for NUTRITIVE website (relevant information about	MEDRAR	M3

	consortium, objectives, and work packages)		
	Finalize website design	MEDRAR	M4
	Set up the basic version of the website	MEDRAR	M2
	Integrate social media channels (X, LinkedIn, YouTube)	MEDRAR/ASAJA	M2
	Finalize website content	MEDRAR	M4
	Link NUTRITIVE with other EU initiatives	ASAJA	M3
	Link with relevant stakeholder networks	ASAJA	M12
<b>Social Media</b>	Set up Twitter account - @NutritiveEU	ASAJA	M3
	First tweet	ASAJA	M3
	Create monthly content (min. 5-8 tweets/month)	ASAJA	M3-M48
	Obtain 50 followers	ASAJA	M12
	Obtain 100 followers	ASAJA	M24
	Obtain 300 followers	ASAJA	M36
	Obtain 500 followers	ASAJA	M48
<b>LinkedIn</b>	Set up LinkedIn account	ASAJA	M3
	First post	ASAJA	M3
	Obtain 50 followers	ASAJA	M12
	Create two 'scientific' posts	ASAJA	M12-M24
<b>Facebook</b>	Set up Facebook account for NUTRITIVE	ASAJA	M3
	First post	ASAJA	M3
	Obtain 55 followers	ASAJA	M20
<b>Brochure</b>	Initial design for project brochure	ASAJA	M4
	Round of feedback from partners	ASAJA	M12
	Finalize project brochure (to be ready for conferences in September)	ASAJA	M13
	Round of feedback from partners	ASAJA	M13
	Finalize project leaflets	ASAJA	M14
<b>Roll-up Banner</b>	Initial design for roll-up banner	ASAJA	M13

	Finalize roll-up banner (to be ready for conferences in October)	ASAJA	M14
T5.3 Dissemination and communication activities incl. stakeholder events (M1-M48)			
<b>Press Work</b>	Establish contact with journalists and stakeholders for NUTRITIVE and related topics	ASAJA	M10-M16
	Draft press release	ASAJA	M11
	Launch press release	ASAJA	M12
	Research and collect press clippings (newspaper and magazine articles)	ASAJA	M1-M48
	Second draft of press release on initial findings	ASAJA	M24
	Scientific publication	ASAJA	M17
<b>Newsletter</b>	Set up newsletter channel	ASAJA	M10
	Publish a biannual newsletter on project progress	ASAJA	M11 and M19
<b>Events</b>	Define D&C activities (event list)	MEDRAR	M10
			M13
<b>Final Conference</b>	Organize final project conference		M48

## ANEXO II - D-SOP

### A. DISSEMINATION AND COMMUNICATION STANDARD OPERATING PROCEDURE (D-SOP)

The D-SOP refers to the reporting requirements for dissemination and communication activities and has three main objectives:

1. Coordinate efforts in dissemination and communication.
2. Avoid unauthorised or premature disclosure of confidential information
3. Make end-of-term reporting easier and ensure that European Union's Horizon Europe research and innovation programme funding is acknowledged.

Activities can be distinguished into three categories as to exactly what circumstances need to be notified in advance, then involve the project coordinator and other consortium partners if necessary:

- Communication or dissemination of approved material - e.g. general poster and presentation, check that project results are not disclosed, etc.
- Dissemination of project results - notification will be sent to relevant partners and project coordinator.
- Scientific (peer-reviewed) publications including theses - will be forwarded to the consortium to inform them.

#### **BEFORE each dissemination or communication activity, as soon as possible please:**

- i. Chose the correct category in the table.
- ii. Copy the corresponding table into a new document.
- iii. Fill in the table.
- iv. Send to ASAJA.

While you do not need to notify us about minor activities, such as handing out a few flyers at a conference or including a slide about the project in a much longer presentation, we would also like to know about these activities, especially if you have some photos of the events.

#### **AFTER the activity, add information about the hearings to the table (see below) and send the original documentation/publication.**

**Please note:** activity costs can only be charged to the project when the above steps are followed precisely and there is a clear association of the activity with the project.

### B. COMMUNICATION OR DISSEMINATION OF APPROVED MATERIAL AND/OR NO RESULTS SUBMITTED

Notify MEDRAR prior to any CP activities as soon as possible using the table below. 2a. Submit all activity documentation, e.g. presentation, poster, article, photographs of the event. 2b. Add audience information to the table below; bold rows MUST be completed for any type of activity because it is required for Horizon Europe (HORIZON) reporting.

<b>Partner(s) and persons involved</b>	
<b>Type of dissemination activity<sup>1</sup></b>	<i>e.g. presentation or poster at a conference, workshop, TV event, trade fair, etc....</i>
<b>Name and website of the event</b>	
<b>Title of the presentation, poster, etc.</b>	
<b>Place</b>	
<b>Date</b>	
<b>More description and communication activity (interaction with social media, i.e. tweets, posts)</b>	
<b>Relevant IP Content Presented (Y/N) and Brief Description</b>	
<b>Audience type (multiple possible options)</b>	<i>e.g. scientific community, industry, civil society, general public, policymakers, media, investors, customers</i>
<b>Estimated number of people reached by audience type (Will be added after the event.)</b>	<u>Scientific Community:</u> <u>Industry:</u> <u>Civil society:</u> <u>General public:</u> <u>Policymakers:</u> <u>Media:</u> <u>Investors:</u> <u>Clients:</u>
<b>Funded from the European Union's Horizon Europe research and innovation programme</b>	Estimated costs

### C. DISSEMINATION OF PROJECT RESULTS

Partners are obliged to notify consortium members of such activities in advance to give other partners the opportunity to object. This is to avoid unauthorised or premature disclosure of sensitive information (e.g. background information on other partners or project results). In the unlikely event of an objection the coordinator will mediate between the partners. Any objection to the intended publication shall be made in accordance with the Grant Agreement in writing to the Coordinator and the Party or Parties proposing the dissemination as per Art. 17 GA.

- i. Send notification of intention to publish using the form below when starting to prepare the publication). The coordinator will handle the notification of other partners for you after receiving the notification in correspondence with the scientific and project coordination.
- ii. Send the draft publication to all authors, the project coordinator, and the communication officer for a final check before submission.
- iii. Send the final publication to Asaja for communication activities of the project.

- iv. Make end-of-term reporting easier and ensure that European Union’s Horizon Europe research and innovation programme funding is acknowledged.

NOTIFICATION: DISSEMINATION OF PROJECT RESULTS	
<b>Partner(s) and persons involved</b>	
<b>Type of dissemination activity</b>	<i>e.g. presentation or poster at a conference, workshop, TV event, trade fair, etc....</i>
<b>Name and website of the event</b>	
<b>Title of the presentation / poster, etc.</b>	
<b>Place</b>	
<b>Date</b>	
<b>Brief description of the activity, the content and the results presented.</b>	
<b>Were other partners involved in the development of these results? Which ones?</b>	
<b>If commercial or industrial applications are disseminated, are intellectual property rights already protected? If so, how?</b>	
<b>Type of audience (multiple options possible)</b>	<i>e.g. scientific community, industry, civil society, general public, policymakers, media, investors, customers</i>
<b>Estimated number of people reached by audience type (To be added after the event).</b>	<u>Scientific Community:</u> <u>Industry:</u> <u>Civil society:</u> <u>General public:</u> <u>Policymakers:</u> <u>Media:</u> <u>Investors:</u> <u>Clients:</u>
<b>Funded from the European Union’s Horizon Europe research and innovation programme</b>	Estimated costs

#### D. SCIENTIFIC PUBLICATIONS

For scientific, peer-reviewed publications (articles, books, theses, review articles...) the same above rules apply, but to simplify this, we foresee a four-step process:

- i. Send notification of intent to publish using the form below when you begin preparing the publication). The coordinator will handle the notification of other partners for you after receiving the notification in correspondence with the scientific and project coordination.
- ii. Send the draft publication to all authors, project coordinator, for a final check before submission.
- iii. Submit the final publication to ASAJA for project communication activities.
- iv. Upload to a repository to meet open access requirements.

NOTIFICATION: INTENTION TO PUBLISH	
<b>Type (please choose)</b>	Article in a scientific journal Publication in conference proceedings / in a workshop Books / monographs Book chapters Thesis / dissertation / PhD
<b>Title</b>	
<b>Authors (partners)</b>	
<b>WP (tasks) involved</b>	
<b>Type of open access and costs</b>	Are you choosing the golden or the green open access route? Is there an embargo time?
<b>Underlying data sets - Establish connection to data management plan</b>	Article in a scientific journal Publication in conference proceedings / in a workshop Books / monographs Book chapters Thesis / dissertation / PhD
<b>Critical content of IPRs? - If yes, please specify.</b>	
<b>Summary</b>	
<b>* Open access costs</b>	Add costs for publication

**Make sure to always acknowledge Horizon accordingly (see E below)! CONNECTED to the data management plan.**

### E. EUROPEAN FLAG AND FUNDING STATEMENT

Communication activities (including media relations, conferences, seminars, information material such as brochures, leaflets, posters, presentations, etc., in electronic format, through traditional or social media, etc.), dissemination activities and any infrastructure, equipment, vehicles, supplies or major outputs funded by the grant must acknowledge EU support and display the European flag (emblem) and the funding statement (translated into local languages where appropriate).

***NUTRITIVE Project - Funded by the European Union. Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Union or [name of the granting authority]. Neither the European Union nor the granting authority can be held responsible for them.***

**Please make sure to include this statement in all documents, publications and communication materials related to the NUTRITIVE project in order to comply with the European Commission's guidelines on visibility and communication.**

*(Download ready-to-use EU funding statements to comply with the visibility requirements)*

[https://ec.europa.eu/regional\\_policy/information-sources/logo-download-center\\_en](https://ec.europa.eu/regional_policy/information-sources/logo-download-center_en)

The emblem must remain distinct and separate and may not be modified by adding other visual marks, branding or text.

Apart from the emblem, no other visual identity or logo may be used to highlight EU support. When displayed in association with other logos (e.g. of beneficiaries or sponsors), the emblem must appear at least as prominently and visibly as the other logos. For the purposes of their obligations under Article 17.2, the emblem may be used without obtaining prior approval from the granting authority.



## Project Visual Identity Guidelines

### 5. EU EMBLEM WITH THE FUNDING STATEMENT

All beneficiaries, managing authorities and implementing partners of EU funding must use the EU emblem in their communication to acknowledge the support received under EU programmes:



[https://ec.europa.eu/regional\\_policy/information-sources/logo-download-center\\_en](https://ec.europa.eu/regional_policy/information-sources/logo-download-center_en)

### 6. ARTICLE 17 OF THE HORIZON EUROPE GRANT AGREEMENT: COMMUNICATION, DISSEMINATION AND VISIBILITY

Beneficiaries must promote the action and its results by providing targeted information to multiple audiences in a strategic and effective manner (including to the public).

Communication activities of the beneficiaries related to the action (including media relations, conferences, seminars, information material, such as brochures, leaflets, posters, presentations, etc., in electronic form, via traditional or social media, etc.), dissemination activities and any infrastructure, equipment, vehicles, supplies or major result funded by the grant must acknowledge the EU support and display the European flag (emblem) and funding statement (translated into local languages, where appropriate).

The emblem must remain distinct and separate and cannot be modified by adding other visual marks, brands or text. Apart from the emblem, no other visual identity or logo may be used to highlight the EU support. When displayed in association with other logos (e.g. of beneficiaries or sponsors), the emblem must be displayed at least as prominently and visibly as the other logos.